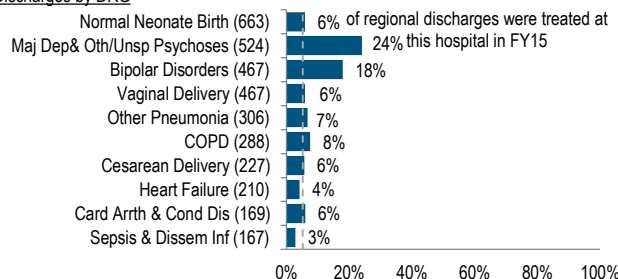


Anna Jaques Hospital is a mid-size, nonprofit community hospital located in the Northeastern Massachusetts region. It has been clinically affiliated with Beth Israel Deaconess Medical Center since 2010. From FY11 to FY15, inpatient discharges decreased 5.4% at the hospital, compared to a median decrease of 4.8% in its peer cohort. Anna Jaques was profitable four of the five years between FY11 and FY15, with a 1.0% total margin in FY15, and its operating margin was consistent with the median of its peer cohort each year.

At a Glance	Overview / Size	
	Hospital System Affiliation:	Not Applicable
	Change in Ownership (FY11-FY15):	Not Applicable
	Total Staffed Beds:	140, mid-size acute hospital
	% Occupancy:	59.9%, < cohort avg. (64%)
	Special Public Funding:	CHART ^a , ICB ^b
	Trauma Center Designation:	Adult: Level 3
	Case Mix Index:	0.75, < cohort avg. (0.81); < statewide (1.00)
	Financial	
	Inpatient NPSR per CMAD:	\$8,129
Services	Change FY14-FY15:	-1.9%
	Inpatient:Outpatient Revenue in FY15:	31%:69%
	Outpatient Revenue in FY15:	\$67,258,815
	Change FY14-FY15:	9.2%
	Total Revenue in FY15:	\$116,073,593
	Total Surplus (Loss) in FY15:	\$1,201,219
	Payer Mix	
	Public Payer Mix:	59.5% (Non-HPP* Hospital)
	CY15 Commercial Relative Price:	0.76
	Top 3 Commercial Payers:	Blue Cross Blue Shield of MA Harvard Pilgrim Health Care Tufts Health Plan
Quality	Utilization	
	Inpatient Discharges in FY15:	7,287
	Change FY14-FY15:	-4.0%
	Emergency Department Visits in FY15:	30,718
	Change FY14-FY15:	-1.0%
	Outpatient Visits in FY15:	57,335
	Change FY14-FY15:	1.4%
	Quality	
	Readmission Rate in FY15:	15.2%
	Change FY11-FY15 (percentage points):	-1.1%
	Early Elective Deliveries Rate (Jan 2015-Jun 2016):	Not Available

What were the most common inpatient cases (DRGs) treated at the hospital in FY15? What proportion of the region's cases did this hospital treat for each service?

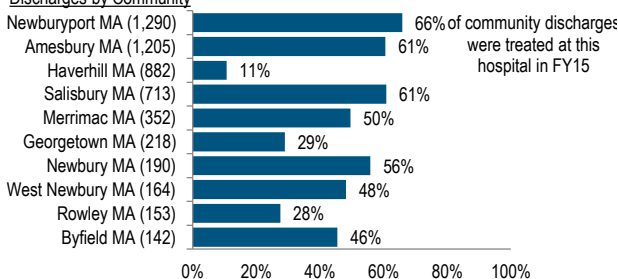
Discharges by DRG



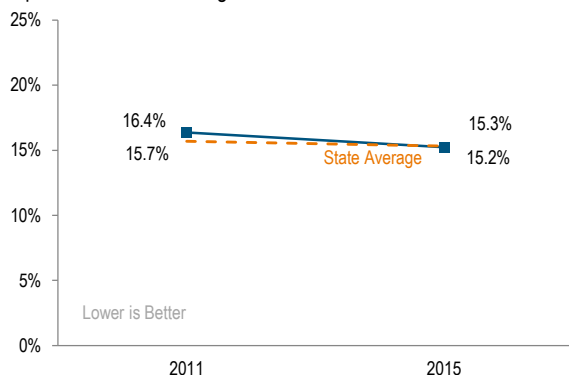
--- Hospital (7,287) = 5% of total regional discharges

Where did most of the hospital's inpatients reside? What proportion of each community's total discharges was attributed to this hospital?

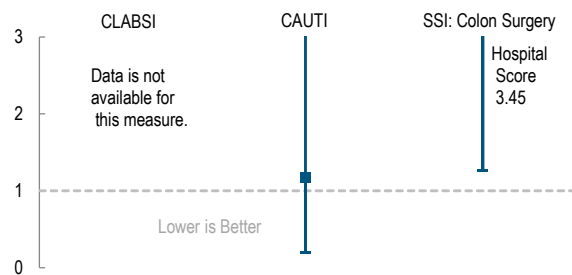
Discharges by Community



What proportion of adult patient discharges from this hospital resulted in a readmission at any hospital within 30 days, and how does this compare to the state average?



How many central line-associated blood stream infections (CLABSI), catheter-associated urinary tract infections (CAUTI), and surgical site infections (SSI) after colon surgery did patients get at this hospital compared to what was expected based on the hospital's characteristics and case mix?



2015 HOSPITAL PROFILE: ANNA JQUES HOSPITAL

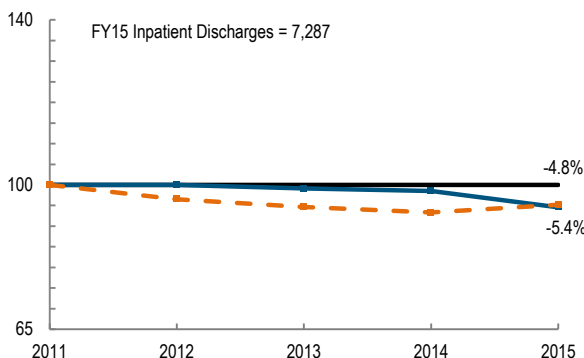
Cohort: Community Hospital

Key:

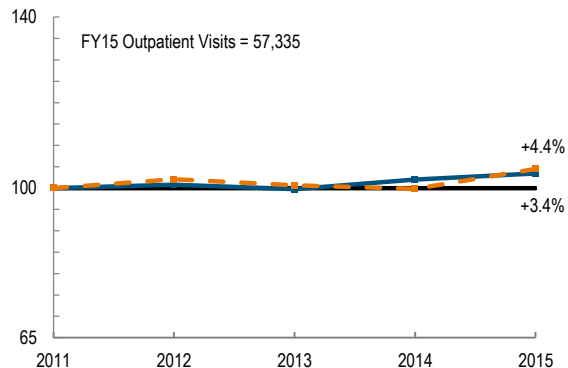
— Hospital
- - - Peer Cohort

Utilization

How has the volume of the hospital's inpatient discharges changed compared to FY11, and how does this compare to the hospital's peer cohort median? (FY11=100)

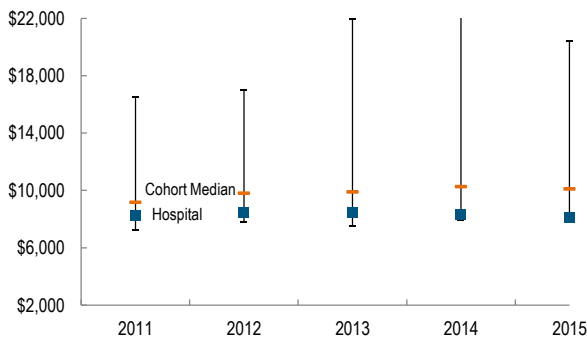


How has the volume of the hospital's outpatient visits changed compared to FY11, and how does this compare to the hospital's peer cohort median? (FY11=100)

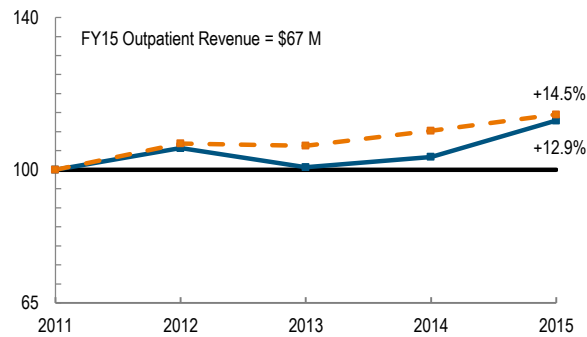


Patient Revenue Trends

What was the hospital's net inpatient service revenue per case mix adjusted discharge between FY11 and FY15, and how does this compare to the hospital's peer cohort median?



How has the hospital's total outpatient revenue changed compared to FY11, and how does this compare to the hospital's peer cohort median? (FY11=100)



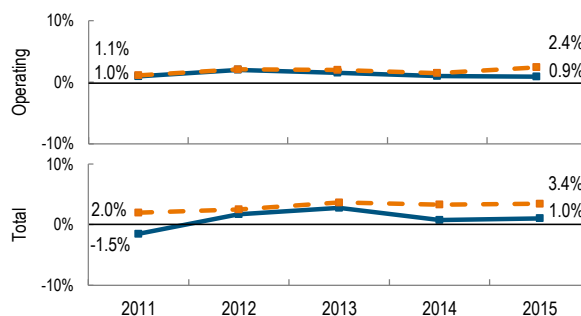
Financial Performance

How have the hospital's total revenue and costs changed between FY11 and FY15?

Revenue, Cost, & Profit/Loss (in millions)

FY	2011	2012	2013	2014	2015
Operating Revenue	\$ 109	\$ 115	\$ 112	\$ 113	\$ 116
Non-Operating Revenue	\$ (3)	\$ (0)	\$ 1	\$ (0)	\$ 0
Total Revenue	\$ 107	\$ 115	\$ 114	\$ 113	\$ 116
Total Costs	\$ 108	\$ 113	\$ 111	\$ 112	\$ 115
Total Profit (Loss)	\$ (1.6)	\$ 2.0	\$ 3.2	\$ 0.9	\$ 1.2

What were the hospital's total margin and operating margins between FY11 and FY15, and how do these compare to the hospital's peer cohort medians?



For descriptions of the metrics, please see the technical appendix.

^g For more information on Infrastructure and Capacity Building (ICB) special funding, please contact the Massachusetts Executive Office of Health and Human Services (EOHHS).

* High Public Payer Hospitals (HPP) receive a minimum of 63% of gross patient service revenue from public payers.

^h For more information on Community Hospital Acceleration, Revitalization and Transformation (CHART) special funding, please contact the Health Policy Commission (HPC).